



Judicial Strengthening Initiative for Bulgaria

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and
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LIST OF ACRONYMS

ABA/ CEELI	American Bar Association/ Central European and Eurasian Law Initiative
APDI	Attorneys Professional Development Initiative
CIP(s)	Court(s) in Partnership
CLRP	Commercial Law Reform Project
CMS	Electronic Case Management System
DOJ	U.S. Department of Justice
EU	European Union
EWMI	East-West Management Institute
IT	Information Technology
JDP	Judicial Development Project for Bulgaria
JSA	Judicial System Act
JSI	Judicial Strengthening Initiative
MC(s)	Model Court(s)
MOJ	Ministry of Justice
MOU	Memorandum of Understanding
MTC	Magistrates Training Center
NACC	National Association of Court Clerks
NGO	Nongovernmental Organization
NIJ	National Institute of Justice
OGI	Open Government Initiative
SJC	Supreme Judicial Council
TOT	Training Of Trainers
UJB	Union of Judges in Bulgaria
USAID	United States Agency for International Development

I. ANNUAL REPORT SUMMARY of 2005

As part of its obligation to refocus activity efforts as needed to improve effectiveness, the Judicial Strengthening Initiative (JSI) has engaged in stakeholder and counterpart interviews to provide input on performance. Organized by Tasks, this annual report section contains a brief overview of major initiatives for 2005, information about that interview process, lessons learned, and steps to improve performance and impact.

TASK I: IMPROVE COURT ADMINISTRATION

1. Major Initiatives in 2005

The improvement and expansion of the core standards of the Court Improvement Plan for the Model and Partner courts program in 2005 strengthened the capacities of the local courts to provide a more efficient, open and transparent court system in Bulgaria. The JSI transitioned 11 Model Courts to senior status and with the cooperation of members of the Supreme Judicial Council (SJC), evaluated 49 applications to become new Courts In Partnership and selected 11 new courts. The JSI staff worked with the developer of the electronic Case Management System (CMS) and installed a more functional and upgraded system in all the CMS courts. In late November, 2005 the SJC approved 130 new court administrator positions for appellate, district, regional, and military court and prosecutor offices. The JSI, SJC, and EU Spanish Phare Twinning Project sponsored a roundtable forum on the financial needs of the court system for participants from the Parliament and Ministry of Finance.

2. Interviews

The JSI conducts interviews with the court chairpersons, judges and staff each time the JSI provides on-site review of a court under the CIP program. Interviews were conducted between January 1, 2005 and December 15, 2005. The staff uses the Court Improvement Plan and corresponding MOU as the basis for determining a court's progress in completing and implementing the various plan standards. During on-site visits, exchanges between the court and JSI staff also cover any desired assistance from the JSI and possibilities to make that assistance more effective.

The JSI has conducted individual and group interviews with members of the Supreme Judicial Council to ascertain how the JSI can be more effective in assisting the Supreme Judicial Council in assuming the role of a national court administrative office. Some of these interviews have been at the request of the SJC working committees to provide them advice and assistance. The individual member interviews have been initiated by the JSI with the purpose of soliciting advice and information on how the JSI can be more active and effective in working with the SJC. The individual interviews with the SJC members will be an on-going effort.

3. Lessons Learned

Courts in Partnership

- Working with one document, the Court Improvement Plan, assists the JSI and the courts in the planning and delivery of assistance. The desired end result is a reasonable degree of uniformity in application and implementation of each plan.
- It is important that the courts have some flexibility in designing their own plan. (The courts were asked to complete seven mandatory standards and to select a minimum of 14 out of 19 additional standards. Each court also had the flexibility to add items of interest not listed in the generic plan.)
- It will be beneficial at the local trial court level to have the Court Improvement Plan adopted by the SJC as a national standard for effective court management.
- Initiating a competition for program expansion created strong motivation in the courts and enhanced the value of what the JSI does.
- We learned that at the beginning of the partnership, the JSI must be clear about JSI expectations of the courts, and the courts should speak clearly with the JSI with regard to their expectations. The lesson learned lead to an orientation program for all new CIPs.
- The best source of positive examples and achievements should be the courts that have been in the program longer. Promotion of the courts and their achievements as they implement the plan should occur on a broad scale, for example, through the National Judicial Conference opening plenary.
- Many courts have been resistant to working on some of the more difficult standards relating to court management. In part, they were reticent, and in part did not know how. The orientation program for new CIPs assisted this process.

Supreme Judicial Council (SJC)

- There appears to be a lack of political will on the part of some SJC members to assume additional administrative responsibilities outside the narrow parameters of the Judicial Articles of the Bulgarian Constitution and the Judicial System Act.
- The Bulgarian Constitution states that the “Judicial Budget shall be independent ...” whereas in practice and operation the budget is controlled by the executive and legislative branches of government.
- The JSI staff did not adequately understand the political forces and motivations of the SJC members in delaying decisions or informing the JSI of their intentions.
- The JSI should not have assumed that the SJC as a whole understood or wanted to serve as the national office for court administration.

4. Steps for Improving Performance and Impact

Courts in Partnership

- Current Courts in Partnership were asked to provide feedback concerning the manner and type of assistance the JSI provided.
- Site visit periods have been established and 3 visits per court per year are expected at the minimum. Special requests and initiatives may require additional visits.
- Follow-up letters will be sent to each court following each visit, in order to 1) summarize the meeting, 2) identify both strengths and weaknesses in the implementation efforts and expectations, and 3) increase dialogue and communication with the court.
- Follow-up checklists are generated following each meeting as a means of holding ourselves accountable to the courts and to make sure we provide answers to questions or an expected product within a narrow time frame.

- A new quarterly reporting system has been implemented to show activities, results, materials produced, and progress on standards during the specified period.
- The JSI should provide trainings on standards that have historically proven to be more difficult to implement.
- JSI will promote the “one stop shop” concept through uniform signage and logos that assist the public to access court services.

Supreme Judicial Council

- The JSI staff will continue to interview members of the SJC to solicit advice and recommendations for improving the JSI visibility and effectiveness with the SJC.
- The JSI will continue to work and cooperate with the EU Twinning Project to promote the independence of the courts and improved management and operation of the judicial system.
- The JSI will identify high profile Bulgarian judges, attorneys and professors to advance and promote the independence of the SJC and the judicial system.
- The JSI will sponsor addition open forums to promote greater public exposure of the problems facing the judicial system.

TASK II: IMPROVE CAPACITY OF MAGISTRATES AND COURT STAFF

1. Major Initiatives in 2005

The JSI Task 2 overall goals for 2005 included strengthening the NIJ management and operations to lead to a more sustainable institution. Working with other USAID partners and European Union Phare projects, the JSI steered the NIJ toward becoming an institution with more uniform policies and practices; proposed clearer language in the Judicial System Act relating to the role of the NIJ; provided an opportunity for discussion with Board members as to their roles and responsibilities; transferred the Mentor Judge program to the NIJ; initiated Continuing Judge Education curriculum development; and fully incorporated court clerk training into the NIJ.

During 2005 the NIJ delivered ninety training programs and the JSI delivered sixty-five training programs. The cumulative 2005 person days of training for judges was 8,986, which includes 3,072 person days of trainings generated in the fourth quarter. The total figure represents 195% fulfillment of the annual target. The cumulative 2005 person days of training for court clerks was 1,803, which includes 813 person days of training generated in the fourth quarter. The total figure represents 71% fulfillment of the annual target.

Additional highlights included:

1. NIJ and NACC grants signed;
2. NIJ met court administration training targets;
3. Local Court Training Plans program successfully implemented;
4. Continuing Judge Training needs assessment initiated;
5. Second National Judicial Conference successfully conducted;
6. NIJ internal regulations in place and implemented;

7. Standardized training templates utilized by NIJ;
8. NIJ Database Development Plan drafted;
9. Four new court clerk training programs developed;
10. NIJ staff trained on training theory and practices, and monitoring and evaluation techniques;
11. NACC developed one new court clerk training program.

2. Interviews

The National Institute of Justice

The JSI attended regularly scheduled meetings with the Director of the NIJ and key staff members throughout 2005. These meetings provided an opportunity for on-going assessment of the work of the JSI and that of the NIJ. Mr. Penev commented several times on the critical role that USAID and JSI played in dealing with critical issues such as working with other donors and implementers, legislative drafting, budgeting processes, unexpected problems (such as implementation issues with the new magistrates training program), and role of the judge in hearing cases. The meetings fostered an open and frank relationship between the NIJ and JSI. On-going conversations occur with NIJ staff, trainers, and JSI staff concerning specific work assignments and tasks. An example of action taken by the JSI as result of feedback from the NIJ is in the form of a meeting of all of the USAID partners to the NIJ about the individual projects. This meeting was followed up by a more focused meeting on how the USAID projects and NIJ could improve their working partnership.

The National Association of Court Clerks

The NACC Board and members met periodically throughout the year with the JSI Task 2 team. During these meetings, an ongoing assessment of both technical assistance and deliverables occurred. Both the NACC and the JSI found the meetings helped to maintain focus and identify potential problem areas before they became major issues. In a more formal setting, JSI interviewed Lazarina Dimitrova, the NACC President, and Borislava Novanska, NACC Coordinator. The technical assistance provided from the JSI included institutional development work such as training program development and delivery, strengthening the internal regulations and by-laws, improving public outreach, and improving relationships with the membership. The general consensus from the interviews is JSI provided adequate assistance in all areas.

According to the interviewees, a link or liaison between the NACC and the Supreme Judicial Council and the Ministry of Justice via the JSI would assist the NACC. Although the line-managers of the NACC and NIJ work well together, the top management of the two organizations could improve and the JSI may try to assist with that in 2006.

3. Lessons Learned.

The National Institute of Justice

Regularly scheduled meetings are necessary for quality communication and to produce deliverables. Meeting with the Program Director prior to the meetings with the Director provides for a stronger meeting with the Director.

Consultants hired by the JSI to work with the NIJ require tight management in order for the products to be delivered on time.

Overall the NIJ staff is very competent and dedicated; many are proactive and initiate suggestions and ideas on how to improve the Institute. The General Secretary, however, is weak in her capacity to manage or to initiate activities. This causes a delay in producing work related to non-training programs such as regulations and office procedures.

Close coordination with other donors reduces the possibility of activity overlap and increases the opportunity to leverage resources.

National Association of Court Clerks

On-going communication in a structure and scheduled format is essential to meeting project goals and identifying potential problem areas.

The Institutional Development Index is being applied to the NACC. Linking the NACC Action Plan to the work identified via the IDI ensures a more focused approach to achieving results.

The NACC at this time does have the “know-how” to develop training programs.

Strengthening the relationship between the NACC and the NIJ will benefit both organizations.

4. Steps for Improving Performance and Impact

Establish a mechanism to ensure more accountability with the non-program side of the NIJ concerning their tasks under the NIJ grant (This may be in the form of monthly meetings with the Administrative Unit of the NIJ.); set up a general overview/orientation for all NIJ staff as to the grant and IDI activities.

Increase the public understanding of the NIJ in order to build stronger support. Establish the Alumni Association.

Monitor more closely the use of consultants working with the NIJ to ensure quality deliverables in a timely fashion.

Establish coordination meetings or informational meetings (JSI facilitated) between the NACC and NIJ. The key NIJ department will be the Court Administration Unit. It may be possible to develop new court clerk training programs jointly between the two organizations. The successful development of new programs will increase the level of awareness by the NIJ management and should lead to more cooperation.

TASK III: ASSIST WITH DRAFTING AND IMPLEMENTING KEY LAWS AND REGULATIONS TO SUPPORT EFFECTIVE RULE OF LAW

1. Major Initiatives in 2005

In its cross-cutting work, Task 3 has focused on making the rest of the JSI activities sustainable through the support of legislation, partner institutions, and improved public perception of the courts. Major 2005 initiatives included the JSI launch, the identification of major grant areas, processing applicants, and selecting thirty grantees, and structuring and issuing targeted grants to the NIJ, the UJB, and the NACC. The JSI hosted legislative forums with representatives from judicial system NGOs and a pre-election political party forum, and supported or assisted working groups on legislative areas including Open Access to Court Records, the NIJ, and the Civil Procedure Code. Sustainability of media outreach was assisted by training 28 Court Chairpersons and Deputy Chairpersons on managing media relations and the beginning of training court, NIJ, UJB, and NACC press attachés in implementation of their media plans. The JSI provided overall public outreach support for several major USAID events organized around legislative advocacy, and the work of the courts. These included an SJC-parliament budget roundtable, CIP site visits by the USAID DAA and Mission Director, signings of MOUs with 21 CIPs, and hosting the Second Annual National Judicial Conference. The new Public Outreach specialist began work with JSI Media Key Stakeholders, hosting a November meeting with 27 Stakeholders, receiving input for a Draft Media Plan, and beginning regular placement of news stories.

2. Interviews

The JSI completed two sets of interviews with Stakeholders to assess public outreach activities, Grants Program media activities, lessons learned, and suggested steps. The in-depth interviews were in addition to regular field contact with these Stakeholders (through press conferences, event planning, trainings, etc.)

1. The first set of individual and small group interviews were with legislative advocacy NGO BCNL, print reporters (from the two largest dailies (*Trud*, and *24 Hours*), and *Dnevnik*), broadcast journalists (from the national station BTV, regional station Plovdiv Public Television, the print and broadcast consortium Journalists Against Corruption, and IREX sub-contractor Pro-Media), community media Forum Theatre professionals (from the NGO Theatre Tsvete), and press attachés from seven counterpart organizations.

2. A group interview was the November 2005 Media Key Stakeholders Meeting attended by 27 leading members of the broadcast and print press, and community media. The half-day deliberative forum was conducted after initial field research and interviews with many of the Stakeholders, and produced several collaborations (discussed in the Lessons Learned and Steps for Improving Performance and Impact sections below, and in the attached Outcomes Document and Media Interview Slots Document).

3. Lessons Learned

Legislative Advocacy

Prepare for Political Cycles – At a broad level, Parliament was out of session for the several months before and after the 2005 elections, creating a necessity to plan strategically for legislative advocacy work without active MPs. At a weekly level, matching JSI activities with the Parliament work week ensures better contact with available Stakeholders on different legislative issues.

Activity Flexibility Important – Because of the inevitable time lags in the sub-contracting budgetary process, legislative advocacy priorities often change by the time activities are approved and funded. Flexibility is essential for efficiency and adaptability to political issues in the judiciary that arise with little prior notice.

Training of Advocacy Trainers for Sustainability – Through the process of arranging and attending advocacy training for JSI grantees, JSI sub-contractor BCNL has learned how to lead such trainings themselves in the future. This leads to several benefits: increased efficiency through a reduced reliance on interpreters, culturally specific knowledge in future trainings, and expanded skill sets and portfolio of the BCNL organization.

Foreign Speakers Attract Attention – Scheduling Americans and EU representatives on new legal initiatives draws more participants to forums and working groups. Foreign voices provide a comparative view, international good practices, and practical guides for EU accession and adjustment.

Public Outreach

Descriptive, Not Persuasive – Public dissatisfaction with government is not addressed by explicitly persuasive messages about “court reform.” Instead, the public wants and needs descriptive information about the court system, and descriptive stories about the “work of the courts.” In addition, documentaries about the work of the courts should involve audience input as much as possible, using broadcast, print, and community media that are public forums.

Focus on the Next Generation – Young adults frequently must be the focus of both the subject of stories, and the audience for public outreach.

Support More Television Work – Unlike print news stories, which are easier to place through sit-down interviews with reporters, broadcast television is a key medium and needs additional funding. It is a fast-paced, technology-heavy medium, and very difficult to arrange in-depth informational coverage with a phone call and a meeting.

Rural Audiences Matter – Half the population of Bulgaria lives in rural areas with unique legal concerns, and more traditional communication styles. An effective national communication strategy needs to recognize and include this.

The USAID Brand Adds Integrity – The JSI has concluded that the USAID brand can be a boon for coverage of court activities with the majority population. In the average mass audience, opinion of the U.S. is favorable, and opinion of the judiciary is unfavorable. Quality stories on the courts, funded by an “American Judicial Strengthening Initiative,” likely would be seen by many with relief, not skepticism.

4. Steps for Improving Performance and Impact

Legislative Advocacy

- Anticipate Political Cycles with Varied Advocacy Targets -- The JSI legislative initiative works with different political parties, legal professionals, international specialists, judge

experts, and the press. Increased planning of advocacy work among these partners during down sessions of Parliament can sharpen agendas, build relationships, and maintain the focus on judicial priorities.

- Increase American and/or European Speaker Presence at Forums -- Plan for participation by one EU and/or one American specialist at public events. Use these speakers to attract increased press coverage, enhancing public support for legislative initiatives. Also invite and meet with international colleagues prior to forums, encouraging their audience participation, and reviewing common points for discussion at forum deliberations.
- Schedule More BCNL Co-Trainers at Next Advocacy Training; Involve NIJ -- In 2005 the JSI sub-contractor BCNL developed additional training skills based on observing their Hungarian counterparts' work with Task 3 Grantees. In 2006, BCNL should work to increase their own role in these trainings, and connect with the NIJ to develop the Institute's own legislative advocacy competencies.

Public Outreach

- Fund a Three-Pronged Media Approach -- In addition to all other ongoing JSI media work in placing stories, and supporting partner media plans: 1) *Television*: expand Grants Program successes with a national TV regular documentary series, and scale up the Plovdiv Mock Trial Court TV in other partner court regions. 2) *Print*: contract with the high circulation daily *24 Hours* to offer a regular section on USAID/JSI work with the courts and other judicial institutions. 3) *Community Media*: use Forum Theatre to energize *chitalishtes* to reach traditional, rural, and youth audiences with deliberative public outreach on court activities.
- Name the 32 Partner Courts Early and Often -- "The Story" of the JSI is the concrete work of its 32 partner courts through implementation of their Court Improvement Plans. Journalists want this detailed information.
- Promote the NIJ as the Next Generation -- The NIJ matriculation of the New Generation of Judges and Clerks, and the institution itself with its internationally-informed practices for the future, are key footholds for access to journalists cynical about older judges.
- Continue Placing JSI Activity Stories Through Media Partners -- The JSI collaborates with very experienced and savvy journalists who are simply not sufficiently exposed to the new and ongoing work of the courts. JSI activities provide concrete news stories that are consistently of interest to news outlets. The JSI should continue to promote events, and to place stories – such as the 18 interviews surrounding the December National Judges Conference

II. FOURTH QUARTER 2005

TASK I: IMPROVE COURT ADMINISTRATION

A. MODEL COURTS AND COURTS IN PARTNERSHIP

1.1 Current MCs/CIPs

During 2005 the JSI developed criteria for a graduation strategy that resulted in a fourth quarter move of the Model Courts into an inactive status. Each court was given the opportunity to remain active in the program through an MOU that directly included implementation of the Court Improvement Plan. One Model Court requested a continued close working relationship with the JSI and subsequently signed a new MOU. JSI continued monitoring and assisting the courts in implementation of Court Improvement Plans by providing technical assistance on site visits. Each court was visited a minimum of two times. Many courts were visited several times in the effort to assist them in specialized areas. In both Blagoevgrad and Veliko Turnovo District Courts, “One stop shops” were implemented. The JSI did not provide direct financial assistance for renovations but did provide technical assistance in the form of space planning and design, IT equipment, furniture for a room for attorneys, and signage for the public.

4th Quarter Activities and Results: MOUs were completed for Courts In Partnership and the Smolyan Regional Model Court. During the quarter an official ceremony with US Embassy and USAID dignitaries officiating marked three separate and significant transitions in JSI work with Bulgarian courts. First, was the transition of the eleven original Model Courts from an active status to one in which USAID and JSI personnel and financial assistance is reduced. Former chairpersons of many Model Courts were officially recognized for their efforts to inaugurate change through Model Court Program participation. Second, the first ten Courts In Partnership participated in the official signing of MOUs reflecting their core areas of work under the Court Improvement Plan. Finally, the 11 new courts included in the Courts In Partnership program expansion were officially welcomed to a joint partnership. Each court entered into an MOU with USAID. Also during the quarter the Veliko Turnovo District Court officially opened the court’s new combined registry/intake office on the ground floor of the building. JSI participated, along with the Minister of Justice, in the grand opening.

1.2 New CIPs

In 2005 the JSI launched a competition to expand the Courts in Partnership Program. Official letters inviting participation in the competition were sent to all Appellate, District, and Regional Courts in Bulgaria. The JSI and USAID launched the competition with an official event attended by representatives of approximately 75 courts. 54 courts filed letters of interest and 49 filed completed application packages. A three phase screening process for new CIPs included JSI, USAID and the SJC, and was concluded in the fourth quarter. 14 courts were selected for site visits, the JSI recommended to USAID for a program expansion of 11 courts, and USAID approved those recommendations.

4th Quarter Activities and Results: MOUs were prepared and finalized for all courts accepted into the Courts In Partnership program expansion. Each court was recognized at a formal signing ceremony. (Section 1.1, above.)

In an effort to increase effectiveness, communication, and uniformity in the application and implementation of standards, the JSI conducted in the fourth quarter a Courts In Partnership Orientation program, and all twenty two Courts In Partnership were represented at the orientation. The two day program, conducted on two separate occasions, included clear information on the expectations of the JSI. The heart of the program was a detailed explanation of how the Court Improvement Plan scoring guidelines are applied. All courts participated in action planning for work to earn a score of two in each of the core standards. Each court is expected to file a quarterly report on activities and progress. In the first quarter of 2006 each new court will have a formal baseline as the result of site visits conducted by the JSI.

1.3 Verbatim Recording

The objective is to improve the accuracy and timeliness court hearing protocols in the trial courts of Bulgaria. Improved protocols are important to efficiency and transparency. The computer audio recording system is a cost effective and sustainable solution to improve the accuracy, timeliness and transparency of court protocols, and has been welcomed and highly regarded by courts. (The verbatim recording system was approved as a technological application in the IRM review (ADM 548) requirement submitted to USAID for approval of JSI automation activities in Bulgaria.)

4th Quarter Activities and Results: During this reporting period the JSI completed the installation of verbatim recording in district court rooms in Veliko Tarnovo and Kurdjali. Delivery problems with two computer sound cards from the computer vendor delayed the additional implementation of verbatim recording in court rooms of Vratsa and Sevlievo until early in the 1st quarter of 2006. The continued implementation and replication of the verbatim technology in 2006 in other courts participating in the Courts in Partnership program has been recommended as a cost effective means to improve transparency and accountability of court procedures in Bulgaria.

1.4 Coordination with the Supreme Judicial Council

The JSI will work closely with the Supreme Judicial Council to promote, endorse and implement the Court Improvement Plan standards on a national basis. The SJC will actively participate in the selection of new Courts in Partnership.

4th Quarter Activities and Results: The Chairperson of the Supreme Judicial Council's Court Administration Committee, Judge Panayot Genkov, and the General Secretary of the SJC, Slavka Kamenova, actively participated with the JSI staff in reviewing concept papers and selecting new courts for consideration and inclusion in the Courts In Partnership program. Judge Genkov represented the SJC as a speaker at the Model Courts and Courts In Partnership ceremony and publicly recognized the accomplishments of the graduating Model Courts and the importance of the continuing efforts of the JSI and the Courts in Partnership Program. He acknowledged that the courts that have participated and the new courts that will

participate in the CIP program serve as examples of progress and improvement in the operations and administration of the courts in Bulgaria.

B. SJC INSTITUTIONAL DEVELOPMENT

One of the primary objectives of the Judicial Strengthening Initiative is to strengthen the institutional capacity of the Supreme Judicial Council and its administrative support staff to function as a national court administrative office. According to legislation and Constitutional Court decisions, the SJC is supposed to: administer the court system generally; appoint, promote, discipline, and remove judges and prosecutors; monitor and collect judicial statistics; prepare judicial budgets; manage the physical plant of the judicial system; and report annually to parliament the results and activities of these areas.

In late 2004 the Minister of Justice published Rules of Procedure on Court Administration for Regional, District, Martial, and Appellate Courts (repealing Regulation 28, 1995). These new rules authorized the SJC to establish the position of court administrator in designated courts. In late November 2005, the SJC authorized 130 new court administrator positions in the district, regional and appellate courts and prosecutor offices (63 for courts, 67 for prosecutors). In early 2006 the JSI will provide technical assistance to the SJC and requesting court chairpersons in implementing open and transparent hiring practices. Additional training of court administrators will also be developed in 2006. In December, the JSI began a process of individual interviews with SJC members to assist with improving the effectiveness of the technical assistance provided to the SJC. See Annual Report, Task 1 Interviews section, above.

1.5 Operational Needs Assessment of the Supreme Judicial Council

The JSI staff will use its Institutional Development Index (IDI) and conduct an Operations Needs Assessment to identify the strengths and weaknesses of the Supreme Judicial Council. In order to avoid any duplication of effort, the JSI will also cooperate with the EU - Spanish Phare Twinning Project tasked with *Strengthening the Capacity of the Supreme Judicial Council*.

4th Quarter Activities and Results: The SJC is using the IDI to improve their performance. As an outcome from the staff retreat, SJC staff agreed on IDI modifications to include additional standards. The IDI score was updated in the fourth quarter and reflects a respectful increase in its overall index score. The SJC has adopted more stringent rules and regulations for conducting financial audits; the schedule for audit activities will be developed in the 1st quarter of 2006.

The JSI and EU Twinning Project both recognize the importance of the SJC assuming a greater role in the administration of the courts. In order for the SJC to assume such a role the Parliament must enable the SJC to provide governance and support of the institutions in which they are held responsible. At the SJC budget forum (See Section 1.7, below), the JSI instigated discussion on the unfunded mandate for court administrators created by JSA amendments in 2002. This then lead to the insistence of the Court Administration Committee of the SJC and the authorization of court administrator positions, almost one year after the

MOJ enacted rules and procedures for the court administrators, and three years after statutory creation of the positions.

1.6 Improved Statistics and Use by the Supreme Judicial Council

An improved caseload statistical reporting system is needed at the national level and the local court level in order to improve the monitoring of court performance, to improve the understanding of the types of civil and criminal cases that are being filed so that resources and training can be allocated appropriately, and to improve the SJC's hand in advocating for increased funding.

4th Quarter Activities and Results: The Caseload Statistics Committee appointed subgroups to complete definitions and time standards for development of a weighted caseload system. The committee recognizes that the MOJ statistics are far more accurate and detailed than the data the SJC collects and will request from the Ministry of Justice statistics by case type. The Committee decided that it will not attempt to create their own separate statistical database. The committee continues to work on case event definitions to use in a time study. The committee has determined to develop separate standards for regional, district and appellate courts and to use additional judges from each court level (and from CIP courts and non-CIP courts) to collect time data by case type to develop time standards to weight caseloads.

1.7 Improved Budgeting Process

EWMI will make recommendations on how to develop a budget for the judiciary more effectively, as well as how to lobby for improved budget allocations within the government and before parliament (in coordination with Task 3).

4th Quarter Activities and Results: The JSI met with the SJC Finance and Budget Committee and offered to sponsor a roundtable discussion to bring together key leaders from all three branches of government so that the SJC could discuss and articulate the needs of the judicial system for greater funding. The JSI enlisted the EU Twinning Project, *Strengthening of the SJC*, to serve as co-sponsor of the roundtable.

The forum for the discussion of the Judicial Budget occurred in November 2005. This was the first time that the SJC had met directly and publicly with members of the Parliament Budget and Legal Services Committees to discuss the problems and shortfalls facing the SJC. Representatives from the Ministry of Finance also attended and participated in the forum. The results of this forum opened doors for the SJC to promote its financial needs and requirements to Parliament committees. The SJC was also able to discuss the financial burden of Parliament enacting unfunded mandates and unfunded human resources, such as security services and court administrator positions. During the quarter the SJC submitted to the Council of Ministers requests for additional funding and received approximately 18.5 million leva of supplemental appropriations.

1.8 Improved Public Relations

According to law, the SJC is obligated to submit an annual report to parliament on its activities, but has never done so. EWMI will assist the SJC to prepare such a report, which will cover issues such as judicial ethics, caseload, appointments, etc.

4th Quarter Activities and Results: The JSI continued to request that the SJC provide the final draft materials to the JSI for publication, but they still have not been provided. In December, 2005 the JSI was informed that the Prosecutors would publish their own report and submit such to the Parliament. The Supreme Court of Cassation and Supreme Administrative Court had completed their sections of the report. SJC staff stated that the trial courts section was also complete. It is anticipated that the JSI will receive the final draft in early 2006. Throughout 2005 the JSI had offered both technical and financial assistance for publishing the 2004 report. By the end of the quarter, the JSI knew the length of the report and reiterated the offer for assistance with publication costs. The General Secretary had previously stated that she had authority to proceed with publication. In late December, she reversed that position and advised that there would need to be a formal Council decision for publication. At her request, the JSI will submit to the Council early in 2006 a formal request authorizing publication.

C. AUTOMATION

Activities during reporting period not discussed under particular Task program areas in this section:

The JSI staff updated the Court Website Development Template that allows courts to develop a court website. Seven existing court websites were evaluated by the JSI with recommendations provided. The website template has been distributed to all the automated courts in the CIP program. Part of the new website template is an on-line “Suggestion Box” and an expanded inquiry module for case information. The on-line suggestion feature was installed in Dobrich RC and DC, Yambol RC, Gorna Oryahovitsa RC, Kyustendil DC and Sevlievo RC.

1.9 Improved and Expanded Case Management Software

The JSI continued to support the existing court users of the Case Management System. An additional effort in this area is to improve the functionality of the CMS to support the day-to-day activities of the courts.

4th Quarter Activities and Results: Work on improving the CMS continued, mainly in the areas of improving data integrity and security, speeding up performance and search routines. A CMS Development Committee meeting was held and the CMS has been updated and modified to satisfy the majority of the recommendations of that Committee. A new on-line CMS Discussion forum was created as a centralized location to report bugs, make modification requests, and hold discussions. A new web access module for the CMS was designed and will to be incorporated into the new version. The CMS conviction certificate module can now exchange information with the conviction certificate software by Edi Chakurov. Meetings were held with APIS, developer of popular legal information software, and they have started work on integrating parts of their software with CMS. Work continued on the revised user manual for the CMS, including a two-day meeting with clerks from

Smolyan RC and DC to test the applicability of the new manual in an operating environment. In order to preserve the uniformity of the current CMS version, the JSI developer will be able to download minor modifications via the internet. Enhanced functionality of the stabilized version should be complete and tested in early 2006. There are no major modifications planned for 2006.

Planning and development of specifications to expand the CMS to other judicial districts has been stopped until a clearer and more supportive policy is promulgated by the SJC. In November 2005, the SJC responded to the request from the Minister of Justice for full implementation of the Phare 2002 IT development program and authorized installation of the Phare funded Siemens software into all of the courts.

D. CRIMINAL LAW INITIATIVES

The JSI's work in the area of criminal law is dependent on the actions of the United States Department of Justice (DOJ), and the political commitment of the Bulgarian government.

1.10 Uniform Information System for Combating Crime (UISCC)

The UISCC is a system that in theory will enable all law enforcement related entities (prosecutors, police, customs/border police, investigators, courts, prisons, etc.) to share investigative information. Actual use of the UISCC will depend on efforts by the GOB to further develop and implement the UISCC system.

4th Quarter Activities and Results: There were no fourth quarter activities in this area. The GOB has still not begun operations of this system.

1.11 Regional Criminal Justice Initiative (RCJI)

The RCJI is a criminal law initiative of the US Embassy in Sofia designed to strengthen skills and relationships of investigating magistrates, prosecutors, police, and judges.

4th Quarter Activities and Results: There were no fourth quarter activities conducted in this area. The scope of the DOJ funded RCJI was changed in the quarter to focus nearly exclusively on law enforcement activities. This will largely eliminate the interface between the JSI and the RCJI. As a result of the refocus, and with the agreement of USAID, no further RCJI related activities are planned for the JSI.

TASK II: IMPROVE CAPACITY OF MAGISTRATES AND COURT STAFF

During the 4th quarter of 2005 NIJ conducted twenty-seven training programs (five initial and twenty-two continuing), by 153 trainers. These contributed to 4,036 person days of training for magistrates and 322 person days of training for court clerks.

JSI conducted forty-three trainings by forty trainers. Eighty-seven percent of the participants were female. Thirty-two of the trainings offered are part of the Local Court Training Plan program. The NACC offered an additional four training programs to the courts. The fourth quarter training programs contributed 1,426 person days of training for judges and 535 person days of training for court clerks. The National Judicial Conference was attended by 696 judges and contributed to 1,044 person days of training for judges.

Training Statistics, 4th Quarter, 2005

Type of Train'g	# courses	Participants							Person Days						
		Magistrates				Clerks	Other	Total Part.	Magistrate Person Days				Clerks	Other	Total P. Days
		Jgs	Pros	Inv.	Total Mag				Jgs	Pros	Inv	Total Mag			
NIJ Initial Training	5	95	43	57	195	0	0	195	609	753	1,454	2816	0	0	2,816
NIJ Cont'ing Training	22	365	14	37	416	161	16	593	1,048	42	130	1220	322	36	1,578
NIJ Subtotal	27	460	57	94	611	161	16	788	1,657	795	1,584	4036	322	36	4,394
JSI	42	963	0	0	963	358	53	1374	1,426	0	0	1426	535	75	2,306
GRAND TOTAL	69	1,412	57	94	1574	519	69	2162	3,083	795	1,584	5462	857	111	6,430

JSI implemented in 2005 the Local Court Training Plan program (LCTP), and trainings were delivered in the fourth quarter. The program is designed to facilitate and support the identification and delivery of training programs by courts at the local and regional level. The program is tied directly to the Court Improvement Plans. Program philosophy is based upon principles that 1) developing and maintaining competent judges and court staff is a shared responsibility between the state and local courts; 2) local courts understand best the specific needs of the judges and court clerks, and can design the most relevant programs for them; 3) local networking for training enhances the relationships between courts and the community; and that 4) the National Institute of Justice is unable to meet the ever growing demand for training. The JSI LCTP program provided funds to courts that completed an application process and met the criteria for selection. The fourteen participating courts contributed financially to the training programs by producing materials, providing trainers or conference space, or through other means. Several courts leveraged their funds with other courts and increased their ability to deliver more programs. The LCTP program stimulated the courts to work more closely with local vendors, universities, NGO's, and other courts to design and deliver programs. All participating courts completed their plans. The plans resulted in thirty-one trainings delivered to 484 participants.

The LCTP program is a cornerstone for the NIJ's Mentor Judge/Correspondent Judge Program. This LCTP program identifies a judge in each district court with the responsibility to link the courts and the NIJ together regarding continuing judge training. The Local Court Training Plan program, in effect, is the first step toward that formalized linkage with the NIJ. In 2006 the linkages will be strengthened.

A. NIJ INSTITUTIONAL DEVELOPMENT

2.1 NIJ Management: Strengthened Board and Staff

The JSI will assist in the strengthening of the management of the NIJ by providing training and technical assistance.

4th Quarter Activities and Results: Various JSI team members worked with the NIJ management to draft the NIJ related JSA amendments. The NIJ Board met and approved the draft and submitted the draft to the Ministry of Justice.

With JSI input and guidance, the NIJ drafted the specifications for a new database. The database will allow the NIJ to track training activities more accurately and completely, including logistical information, results of evaluations, trainer and participant information, and other essential information. The information will provide the NIJ with data that will contribute to better overall management of the Institute. The Database Development Plan will be forwarded to the NIJ Board for approval in early 2006. (The Database Development Plan is attached.)

2.2 Training of Trainers (TOT)

The overall goal of TOT is to develop a cadre of professionally trained judges and court clerks who are able to deliver appropriate and relevant training.

4th Quarter Activities and Results: The JSI offered a TOT Basic program early in the fourth quarter. Seventeen court clerks and two judges attended. The participants represented new trainers for the new court clerk programs and other existing programs. Albena Bocheva trained for the first time and is expected to become a full-fledged TOT trainer, thereby increasing the cadre of Master Trainers.

NIJ Master Trainers received an informal invitation to attend as observers a British Phare TOT program for prison officials. The opportunity to expand their skill and knowledge base through attendance at the training will occur in the first quarter of 2006.

NIJ Master Trainers continue to train outside of Bulgaria. In the 4th quarter, two trainers worked in Macedonia training judges on adult theory and methodology.

2.3 Legislative and Public Outreach

In order to make the NIJ most efficient in providing training to magistrates, it is essential that the respective governing law and regulations are structured to provide maximum strength to the NIJ as a government entity. The NIJ needs a comprehensive public relations strategy and campaign and heightened support within the SJC.

4th Quarter Activities and Results: See Section 3.3, below.

B. NIJ CURRICULUM DEVELOPMENT

2.4 Strengthened Program Council

The JSI will work with the NIJ to strengthen the Program Council, stressing increased involvement in curriculum design and development.

4th Quarter Activities and Results: During the quarter the JSI raised with the NIJ the need for the Program Council to be more active, to have an actual role in programming, and to be empowered to act within its competencies. The NIJ Director identified the lack of participation by the NIJ Program Council as a major problem. Recognizing this, Mr. Penev explored several different approaches to strengthen the Council. At the end of 2005 the NIJ made a decision to postpone any action regarding the Council until after the Supreme Judicial Council's composition is clarified. The NIJ is considering disbanding the Program Council and reconfiguring it with fewer members, new representation (NIJ trainers), and a more focused agenda. The Program Council has no authority but functions as an advisory body. It is anticipated that some action will take place within the first quarter of 2006.

The Program Council did not meet in the fourth quarter.

2.5 Continuing Legal Education (CLE) for Magistrates

The JSI will coordinate, cooperate and collaborate with CLRP and if appropriate, with APDI to develop new commercial law programs with the NIJ. In addition, the JSI will assist the NIJ with new curricula for magistrates.

4th Quarter Activities and Results: JSI, CLRP, and NIJ met with a USAID representative to discuss the four new training programs developed by CLRP. The development process continues and all deemed it successful. The official turnover of the CLRP programs will take place in 2006.

The Bulgarian consultant hired to assist in the development of the Continuing Judge Education Needs Assessment worked with the NIJ throughout the fourth quarter to develop the needs assessment instrument. The NIJ and the consultant referred to as a guide to the first judges' needs assessment developed under the JDP and conducted in 2000. The NIJ piloted the instrument to approximately 50 judges. In early 2006 the needs assessment will be distributed to a wider audience; the results will be tabulated and shared with the NIJ Management Board and Program Council. The needs assessment is included in the Compiled Materials list.

The NIJ and the working group that developed the new Insolvency training program decided to postpone the delivery of the training pending new statutory amendments. It is anticipated that all of the new amendments impacting insolvency cases will be passed by the end of the first quarter in 2006.

At the end of 2005, USAID Financial Sector Integrity Project (FSIP) Chief of Party met with JSI representatives to discuss the possibility of a new financial sector training for judges. A follow up meeting is scheduled with the NIJ and CLRP for January 2006.

2.6 Court Clerk Training

The JSI, working closely with the NIJ and the NACC, will begin to develop new court clerk training programs.

4th Quarter Activities and Results: Under the Court in Partnership Local Court Training Plans program, twenty-six training programs were delivered to clerks. Over 200 clerks attended these programs. The programs ranged from Time and Stress Management to Case Management Training. In all trainings, the local courts identified the training need, initiated the required follow through with trainers, and provided the necessary logistical support. This program received solid support from the local courts and the courts requested continued funding in 2006. The JSI at the end of 2005 gathered information from courts and JSI staff and began developing a “refined and improved program” for 2006. The local training plans implemented by the courts indicate a strong positive movement toward local partnership, local sustainability, and the ability of the courts to augment the training of the National Institute of Justice.

The NACC delivered four programs in the fourth quarter

The NIJ delivered six court clerk training programs during the fourth quarter and met their target for 2005. All of these training programs have been officially transferred to the NIJ. The training programs delivered across the country form the basis for the Court Clerk Academy to be piloted in early 2006. A working group established by the NIJ will begin to consolidate the six programs into one program for the Court Clerk Academy. The Court Clerk Academy is designed for newly appointed clerks, will be conducted for one week, and is intended to be the equivalent of the New Magistrates Training program. The NIJ plans to deliver more than one Court Clerk Academy in 2006.

Four new training programs were developed in 2005 by the efforts of the JSI, NIJ, and NACC, and those will begin to be delivered in early 2006.

2.7 Strengthened Impact Evaluation

Through assistance from the JSI, the NIJ will develop a training impact evaluation system. The system will support critical information that the NIJ needs in order to strengthen their programming, provide evaluation information to stakeholders, and assist in public relations.

4th Quarter Activities and Results: The JSI assisted the NIJ with their M&E plan design. The NIJ management will forward the M&E plan to the Board in early 2006. The new database reported in 2.1 will assist with the collection of accurate and timely statistics.

CLRP conducted two follow-up evaluations of their programs in the fourth quarter.

C. ADDITIONAL ACTIVITIES

2.8 Mentor Judge Program

The JSI is to assist the NIJ to implement a Mentor Judge program that augments the six month new magistrate training program.

4th Quarter Activities and Results:

In the third quarter the JSI turned over to the NIJ the Mentor Judge program. In the fourth quarter, with assistance from the JSI, the NIJ discussed various amendments to the JSA. One of the proposals is to specifically identify the Mentor Judge program in the regulations. In addition, NIJ requested in its budget request a small stipend for all Mentor Judges. Both the JSA and the budget will not be finalized until early spring 2006.

(Note: European Union acceptance of the Bulgarian proposal for a six-month new magistrate training program (as opposed to the twelve month program recommended by the EU) was based upon the fact that Bulgaria would have a Mentor Judge program. The EU views the Mentor Judge program as the necessary link between the short orientation and becoming a fully competent judge.)

2.9 National Association of Court Clerks (NACC)

The National Association of Court Clerks will begin to implement their grant activities including developing one new court clerk training program.

4th Quarter Activities and Results:

NACC submitted on time their 4th Quarter narrative and financial grant reports; JSI will transfer funds for the 2006 1st Quarter.

NACC continued developing institutionally by implementing the Action Plan developed with the assistance of JSI in the 3rd Quarter. The NACC developed and approved two new internal operating procedures. The NACC distributed to the regional sections the newly adopted procedures and directions on how to implement them.

Members of the Board and the NACC Coordinator drafted and sent to all members a questionnaire for assessing membership opinion and recommendations for improving NACC activities. More than 500 members filled in the questionnaire and the results will be ready in the 1st Quarter of 2006. The results of the questionnaire will serve as the basis for drafting an NACC three-year strategic plan. The questionnaire is attached.

Under the JSI targeted grant the NACC conducted two team building and two customer service trainings for 103 court clerks and judges from two courts (103 person training days). In addition, two NGOs requested trainers from NACC for two programs. NACC provided trainers and generated revenue for the organization. NACC members developed two new court clerk training programs that will be piloted in the first quarter of 2006 (also reported under Court Clerk training, Section 2.6, above).

The JSI met with NACC at the end of 2005 to discuss the status of activities and to discuss 2006 goals.

Twenty-two members of the Association assisted the JSI team in organizing the Second National Judicial Conference, 9-10 December 2005.

2.10 National Judicial Conference

The JSI will assess whether or not to proceed with the 2005 Judicial Conference and discuss the proposals with USAID. If the conference is to be conducted, planning efforts will begin for ultimate presentation of the conference in the fourth quarter.

4th Quarter Activities and Results: The Second Annual Judicial Conference occurred in the fourth quarter. Approximately 700 judges attended the program. The 2005 Conference focused on practical implementation of judicial reform activities and the status of new legislation. The Conference highlighted several Model Court and Court in Partnership innovative and progressive court management programs and techniques.

In order to begin to build financial sustainability for the Conference in the future, the participants in 2005 paid a 30 leva registration fee, and the presenters and lecturers for the 2005 Conference reflected only Bulgarian nationals.

Additional highlights came in the form of judges voicing collectively their concerns on the handling of the drafting of the new civil procedure code and the need for a more thoughtful approach. The judges in the closing session requested that a “resolution” be passed stating that the process should be slowed. The Union of Judges will be the vehicle for transmitting this resolution. Another highlight came in the form of a unified position over the promotion of a judge in a Sofia court and the lack of information about the selection criteria used for the appointment by the Supreme Judicial Council. Both of these actions indicate a positive movement toward a “collective judicial voice.” In the past, only specific individuals usually spoke out in support of the judges.

US Ambassador John Beyrle addressed the audience. The media covered the conference and various individuals conducted interviews.

A full report will be submitted to USAID in early 2006. The report will include executive summaries of the sessions, “lessons learned,” and recommendations for 2006.

2.11 IT Training

The JSI provides technical training to CMS court users and system administrators to ensure that they are kept current in computer skills and CMS functionality.

4th Quarter Activities and Results:

The JSI conducted one CMS training for System Administrators. The Local Court Training Plan program sponsored four CMS basic training programs.

2.12 Media Training

The JSI under Task 3 will train judges and judicial spokespersons in media outreach and interaction.

4th Quarter Activities and Results: Please refer to Section 3.6, below.

2.13 U.S. and European Study Tours

Through cooperation and co-funding with World Learning, the JSI will offer two training programs that augment the work of Task 1 and Task 2.

4th Quarter Activities and Results:

Toward the end of 2005, JSI staff generated new proposals for consideration by USAID and World Learning for 2006. The new concepts include media training, use of technology in the courtroom, fund raising for professional associations and other type of institutions. In addition, JSI modified the previously approved national court administration program concept for consideration in 2006.

TASK III: ASSIST WITH DRAFTING AND IMPLEMENTING KEY LAWS AND REGULATIONS TO SUPPORT EFFECTIVE RULE OF LAW

Highlights of Task III activities during the fourth quarter included approval and award of 30 small grants. (See section 3.2.) The amendments proposed by the NIJ Working Group were incorporated in their entirety by the MOJ approved JSA amendments. (See section 3.3.) The JSI hosted the first Media Key Stakeholders' meeting with 27 representatives of national media to plan public outreach activities. (See section 3.5.) The JSI organized and presented the second media training seminar for Court Chairpersons and first training for the spokespersons of UJB and NACC on organizational media plans. (See section 3.6.)

A. THE GRANTS PROGRAM

3.1 Targeted Grants

The targeted grants are aimed at supporting three judicial system organizations, and are structured with conditionalities for performance toward the ultimate goal of building the capacity and sustainability of the organizations.

4th Quarter Activities and Results: Under the JSI, EWMI is making three targeted grants: to the National Institute of Justice, the Union of Judges in Bulgaria, and the National Association of Court Clerks.

a) The National Institute of Justice: See section 2.1, above.

b) The Union of Judges in Bulgaria:

During the quarter the Union conducted its annual membership meeting in Plovdiv, Bulgaria, and provided strong and public support as a co-organizer for the Second Annual National Conference for Bulgarian Judges. The Union took public positions on the need for uniform and transparent standards for judicial promotions and on the need for JSA changes which will improve the NIJ. The Union's growing role as spokesperson for judicial issues was

confirmed at the Judicial Conference when assembled judges asked the Union to carry to the MOJ the position of the judges that the changes to the Civil Procedure Code needed to be slowed. (See Section 2.10, above.) The Union conducted a membership satisfaction evaluation. The results will be used in the long-term planning process in early 2006. The JSI requested that the Union take on the role of clearinghouse for the attendance fees to be paid by individual judges attending the judicial conference; the Union declined that responsibility based on concerns for a tax audit if they accept “income.” The JSI provided training to the UJB press attaché; see Section 3.6, below.

c) National Association of Court Clerks: See Section 2.9, above.

3.2 Competitive Grants

The competitive grants program is one of the key components of the JSI. During its first year the JSI is disbursing approximately \$500,000 through a competitive grants program funding small grants in support of judicial reform.

4th Quarter Activities and Results:

Previous quarters were dedicated to drafting, preparing, evaluating and selecting competitive grants recipients. In the fourth quarter the JSI awarded and funded 30 small grants, and actual implementation of the projects started. Diverse initiatives of both individual work with grantees and organized events for all grant recipients were organized and conducted.

The 30 organizations receiving a JSI grant are:

Bulgarian Industrial Chamber, Sofia
Bulgarian Lawyers for Human Rights, Sofia
Center for Economic Development, Sofia
Center for Independent Living, Sofia
Center for Media Development, Sofia
Center for Social Practices, Sofia
Childhood without Tears, Sofia
Cross-border Cooperation and Development Association, Zlatograd
Dike Association, Sofia
Gender Education, Research and Technologies Foundation, Sofia
Institute for Development of the Public Environment, Sofia
Institute for International and Sustainable Development, Smolyan
Inteleco Association, Targovishte
International Initiatives for Cooperation, Razlog
Journalists Against Corruption, Sofia
Know-How for Development Association, Sofia
Legal Interaction Alliance, Sofia
Media with Human Faces, Plovdiv
National Union of In-house Lawyers, Sofia
NGOs Center Razgrad, Youth Forum 2001, Women Support Center –Strajetz
Open Society Club – Gabrovo
Open Society Club – Sliven
Radio New Europe, Sofia

Regional Fund IGA, Pazardjik
Right to Defense Foundation, Sofia
Shumen Commercial and Industrial Chamber
Transparency Without Borders, Sofia
Union of Judges, Sofia
Vassil Levski Chitalishte, Vassil Levski
Vratsa Chamber of Commerce and Industry

Grant Award Ceremony: On October 19, 2005 the JSI conducted an official ceremony to honor the 30 organizations selected to receive a USAID grant from JSI. The event took place at the Grand Hotel Sofia. Mr. Michael Fritz, USAID Mission Director, addressed and congratulated the winners and along with JSI COP, Ken Stuart, presented certificates acknowledging the success of each of the organizations in proposing a winning project.

The ceremony was followed by an introductory training of the new grantees in USAID JSI requirements. The JSI Grant Manager briefed the participants in reporting timeframes and requirements, site visits, monitoring and evaluation, and other related issues. The JSI Financial Manager discussed with grantees the requirements for financial reporting, VAT procedures, bid procedures, exchange rates of grant funds, etc. JSI Communication Advisor focused on media relations and discussed in detail the branding requirements of USAID. All participants received an outline of the training materials for reference, as well as a glossary of translations of specific terms in English and in Bulgarian in order to standardize reporting in both languages. All sessions provided Q&A for the audience. A contact list of all grantees was distributed in order to facilitate and promote contact and exchange of information between organizations.

The event received extensive television, radio, print and electronic media coverage. The media were particularly interested in the several media projects which will be implemented under this grants cycle.

Grant Letters: Grant Letters were drafted according to the USAID approved format and approved by JSI COP, and as needed, by EWMI management representatives. The starting date of all grants was November 9, 2005. End dates vary in accordance with the duration of the individual projects. The longest projects will be completed by August 9, 2006.

Calendar of Activities: Grantees are encouraged to report their planned activities for each coming month to the JSI. After grantees have submitted their planned activities, the JSI Grants Manager compiles the information and distributes it to all grantees so that they are informed of what other organizations are accomplishing. Calendar of Grantee Activities is also distributed to USAID and among JSI staff for reference.

Media Key Stakeholders Meeting: On November 29, 2005, JSI organized a meeting of key stakeholders representing different organizations and media who could be of support to JSI media efforts (see section 3.5, below). The meeting included some grantees coming from locations outside the capital and presenting the “rural voices”, e.g., International Initiatives for Cooperation, Razlog, Media with Human Faces, Plovdiv, and others. All expressed their satisfaction with working with the JSI.

Advocacy Training: With JSI support, the Bulgarian Center for Not-for-Profit Law (BCNL) organized an Advocacy Training workshop for all grantees. The training took place on December 13 – 15, 2005 in Sofia. The trainers were representatives of a Hungarian non-governmental organization specialized in both training and advocacy campaigns. In the training the participants were taught how to run an advocacy campaign and how to use the tools of advocacy to work for the protection of rights of vulnerable groups.

Success Story: One of the JSI grantees, Cross-border Cooperation and Development, Zlatograd, had planned to organize training for the judges and staff of the Zlatograd Regional Court on how to improve public access to court. The grantee contacted the JSI for recommendations for suitable trainers and was pointed to the Gabrovo DC press attaché who gladly shared her and the court's experience and good practices for improved access of the public to the court. The training focused on practical tips for communicating with the media, establishing an Information Center, and building trust in the court. Both sides enjoyed getting to know each other and sharing practical tips and experiences.

B. ADVOCATE FOR LAWS, RULES AND POLICY REFORM

The work under this subtask is largely guided by the needs identified by the Key Stakeholders and closely coordinated with ICNL/BCNL. During the reporting quarter the JSI met with most of the Parliamentary groups and initiated work on Constitutional amendments with the Legislative Drafting Institute through BCNL.

3.3 Legislative and Regulatory Initiatives

The JSI is to undertake various activities to help develop and advocate for different legislative initiatives.

4th Quarter Activities and Results:

NIJ Legislative Drafting Working Group: The Working Group continued work on developing amendments regulating the NIJ legal framework. During the reporting quarter the JSI contracted the services of a professional legislative drafter – Malina Novkirishka, a well-known expert in this area. The consultant assisted with preparing the actual texts following the recommendations as laid out in the concept paper prepared by the Working Group. The proposed amendments were then submitted to the Working Group created within the Ministry of Justice. The final draft of the proposed JSA amendments contains the exact language as proposed by the NIJ Working Group and as drafted by the consultant. The draft JSA has been introduced at the Council of Ministers level. Work in this area will continue once the draft JSA is introduced in Parliament.

Open Access to Court Records: The working group on Open Access to Information completed the draft of a policy document entitled, *Open Public Access to Court Information*. This working draft document was translated during the quarter and is attached to this quarterly report. The overall theme of the report stresses the need for a more open and accessible court system where information is provided to the public with a balance between wider access to information and the protection of personal information and data. The next step will be formation of a working group for legislative drafting.

Constitutional Amendments: The JSI is working to support efforts to develop the latest Constitutional amendments. JSI, through BCNL, supports the Legislative Drafting Institute (LDI) in organizing and developing a comparative analysis of all existing drafts for constitutional amendments. The LDI began work in late 2005 (end of the fourth quarter) to collect all drafts and prepare a document that can be used by the Committee to be specifically charged with Constitutional amendments. In conversations with different MPs they all have expressed the opinion that such a document will be extremely useful.

The JSI worked to organize a public forum (to take place in the second half of January) to provide an avenue for the different political parties to present their views and to receive public comment from the floor. The idea for such event was explored with MPs and they have all supported that such an event will be an important step in the process.

The JSI is considering a second (or more) public forum with international participation to assist the process of developing Constitutional amendments within the comparatively tight timeframe that the Bulgarian Parliament has imposed on itself.

Legislative Priorities for 2006 JSI work:

The JSI will advocate for the adoption of the proposed JSA amendments regulating the NIJ legal framework.

The JSI will continue to work to facilitate the development of good constitutional amendments.

The JSI will support a working group to draft legislation for more open access to court records.

The JSI will monitor the development of drafting of the Civil Procedure Code and promote areas that affect the work of the courts

The JSI will participate in the process of developing a new JSA as announced by the Minister of Justice

The JSI will work with the SJC to identify regulatory changes that appear to be necessary as a result of the work of the statistics working group.

3.4 Improved Legislative Process

JSI is to provide continued technical assistance and updates to key Parliamentarians and ministry officials who are identified as supporting the judicial reform effort.

4th Quarter Activities and Results: The JSI together with its sub-contractor ICNL/BCNL conducted a series of meetings with most of the Parliamentary groups in order to establish working relations and prepare for the advocacy work accompanying JSI supported legislative initiatives. Meetings were held with BSP, NDSV, UDF, DSB, MRF and BPU. JSI and BCNL presented the major goals and tools with which we can support MPs and the Parliamentary groups in their legislative work. We have held follow-up meetings with NDSV, BSP and DSB. JSI and BCNL have established working relationships with a number of MPs and will maintain those relationships in light of its future advocacy initiatives for different pieces of legislation.

C. INCREASE PUBLIC AWARENESS AND SUPPORT FOR THE JUDICIARY

One of the priorities of the JSI is to increase public awareness for the work of the judiciary and to work towards improving the public image of the judiciary. This involves providing substantive information to the public and the target audiences with an eye to shaping opinion and to promote or defend certain issues.

3.5 Improved Public Perception of the Judiciary

The JSI is working towards improving the public perception of the judiciary and court system.

4th Quarter Activities and Results

Key Stakeholders. The JSI held a meeting with 27 Media Key Stakeholders to develop plans for public outreach on the work of the courts. Those attending represented a cross-section of mass media positions, including: television, radio, and telegraph reporters and independent producers; print daily newspaper and magazine reporters and editors; forum theatre directors; jurists; and NGOs working with the courts. Message and audience elements from the JSI Draft Media Plan were discussed with the Stakeholders who provided additional input. The JSI proposed formation of a sub-group to work on specific media issues in the 1st Quarter of 2006. Relevant materials are attached.

(The following paragraph designations come from the subsections of Workplan section 3.5.)

a) Media Plan and b) Audience Analysis. Based on input from the Key Stakeholders, and further fieldwork with court partners and Grants Program NGOs, the JSI revised the Draft Media Plan to incorporate this feedback. The Draft Plan's broadcast, print, and community media components reflect work with new partners in addition to those from the 3rd Quarter Report. The expanded collaboration includes planning meetings with writers from the top two dailies (*Trud* and *24 Hours*), and other major newspapers (*Dnevnik* and *Banker*), with national and regional broadcast television reporters (BNT and Plovdiv Public Television), and producers (FOX), and with forum theatre directors (Theatre Tsvete). The Draft Media Plan is attached.

c) Stories and PSAs. In addition to regular press coverage of JSI activities and events, 18 stories were placed in the national television, radio and print press through interviews with principals involved in the National Judicial Conference. The JSI had a second discussion with IREX on the possible campaign of broadcast documentaries on the work of the courts. The results from the informal discussions of PSAs referenced in the third quarter report were placed in the draft Media Plan.

d) Events. The JSI organized 8 events with significant publicity results.

Dobrich Regional and District Courts: the new CIPs hosted the USAID Mission Director in a courthouse tour, and signing of MOUs with each Chairperson.

Court Chairpersons Meeting: Model Courts were honored, and CIP Chairs signed MOUs; addresses by Embassy *Charge d' Affairs*, USAID Mission Director, and JSI Director.

Grants Program Awards Ceremony: 30 grantees recognized, addresses by USAID Mission Director and JSI Director.

SJC Budget Roundtable: Members of Parliament and the Judiciary debated the judiciary budget, address by JSI Director.

SJC Computer Equipment Transfer of Title: Minister of Justice and JSI Director signed agreement for SJC to receive title to computer servers purchased by USAID JDP and placed in model or partner courts.

Media Key Stakeholders Meeting: 27 national media professionals met with the JSI to deliberate on public outreach activities and coordinate efforts.

National Judicial Conference Press Breakfast: Sofia-based media and court press attachés addressed by JSI Director and Deputy Director on the upcoming conference.

National Judicial Conference: Media support work included writing and distributing press releases; design of banners, materials packets, and Plenary media projections; press conference; court press attaché coordination meeting; and organizing press coverage through individual media interviews.

For the December holidays, the JSI also co-organized the CLRP Year-end Press Appreciation event, created the 2006 JSI Calendar, and began its distribution to hundreds of partners.

The JSI events work is cross-cutting for PR work in Workplan tasks 1.8 and 2.12.

e) Internet. The JSI has continued sending press releases to the *Juridical Encyclopedia* (a third story was published) (<http://juen.infotel.bg/juen/aktualno/juen-aktualno.htm>), and increased the focus on the *Sega* newspaper (online and print versions) through a major interview with the US Ambassador published in December.

The JSI website is regularly updated with stories about new Task activities.

New CIP Plovdiv Regional Court began regularly posting court calendars on their website following discussion with the JSI. Research on linking CMS and case dispositions to court websites concluded that the upcoming CMS version will be able to assist court Chairpersons in balancing privacy concerns and public access by allowing computer settings for select parts of case information.

f) Brochures. Monitoring of JSI-supplied partner court brochures and posters for branding continued, and the JSI worked with Grants Program NGOs on the branding and graphics of their brochures and posters. No new brochures were developed.

Task 3 Coordination. The JSI also coordinated its Draft Media Plan work with the media components of the Grants Program. The JSI met in Plovdiv with the court press attaché, the Regional Court Chairperson, and the Public TV station to discuss expanding the Plovdiv Court TV program to other cities; several Grants Program recipients attended the Key Stakeholders Meeting; and the JSI met with the Board of the Journalists Against Corruption for input on the Draft Media Plan and to coordinate work on court news coverage.

3.6 Improved Judiciary-Media Relations

The JSI is working actively with different media stakeholders (media representatives, judges, and court press attachés) to improve dialogue between media and the judiciary. This dialogue had been little or non-existent in many parts of the country, but both courts and media have expressed interest in improving that relationship and dialogue.

4th Quarter Activities and Results: The second media training for Court Chairpersons took place from 17-19 November in Sandanski. The training was attended by 11 court Chairpersons and Deputy Chairpersons and, like the first media training, was evaluated highly by all participants. The training included discussions of media strategies, practical tips on how to deal with the media, the US perspective on media relations, crisis interviews, and practical work on starting individualized court media plans. All participants had the opportunity to participate in a live TV program devoted to judicial reform, to give a practice interview in a real TV studio in front of the camera, or to give an actual on-camera or live radio interview during the training. Reviewing tape of these TV appearances was again one of the highlights of the program. All relevant materials are attached.

The JSI offered its first press attaché training, coordinated with consultant Maria Mateva, and focusing on the Union of Judges of Bulgaria and the National Association of Court Clerks. On 22 December representatives of the UJB and NACC were trained in implementing their media plans. Relevant materials are attached. The JSI continued individual planning meetings with press attachés, adding meetings with representatives from the Sofia District and Appellate Courts, the SJC, and a Member of the SJC PR Committee. Prior to the National Judicial Conference the JSI organized a planning meeting with the Sofia press attachés, and those from the NIJ, SJC, Supreme Administrative Court, and the Sofia Regional, District, and Appellate Courts attended.

The JSI met with all court press attachés during the Annual Meeting of the Union of Judges in Bulgaria and discussed their needs and ideas for training and assistance that they would like to receive from JSI.

Following the signing of the IREX sub-contract in the third quarter, the JSI worked with sub-contractor Pro-Media/BTC on its workplan. IREX is currently working on media monitoring, updating the criminal procedure manual for journalists and developing the next module for Court Chairpersons training.

3.7 Monitoring Impact

JSI has a mandate to review existing public opinion polls and use the data as a measuring tool in monitoring media coverage of the judiciary.

4th Quarter Activities and Results: The JSI completed preparatory work on the baseline survey by interviewing four national polling agencies, tentatively selecting one agency, and submitting the polling for USAID final approval. Launching the baseline survey was delayed until the 1st Quarter of 2006 to allow careful attention to methodology during the selection and planning process. Initial findings indicated that partner courts undertaking transparency and openness trainings and activities likely experience an increased proclivity for self-criticism and outside court criticism. This factor necessitates a cautious process for drafting poll questions and conducting interviews.

TASK IV: FUND FOR JUSTICE

The Fund for Justice is intended to be a legacy mechanism for supporting Rule of Law activities in Bulgaria after USAID is no longer active in Bulgaria. The JSI is to explore fund mechanisms and make recommendations.

4th Quarter Activities and Results: This area of work remains on hold at the direction of USAID-Bulgaria.

MONITORING AND EVALUATION TABLES

JSI 4th QUARTER, 2005 CONTRIBUTIONS TO TARGETS

Indicator	Baseline Data	Annual Target	4th Quarter 2005 Results	Cumulative Annual Result (QR 1,2,3,4)	Fulfillment of Annual Target
<i>IR.2.2.1.1 Task 1: Improved Court Administration</i>					
#1. Number of agreements/MOUs signed with MCs/CIPs.	0	22	13 agreements	22 agreements	100%
#2. Number of Court Improvement Plans implemented by percentage completion.	47% ¹	20% increase on initial assessment	57% completion	57% completion or 19% increase	95%
	0 ²		31%	31%	N/A
#3. Progress on SJC Institutional Development Index.	22 points or 43% completion Organization: Communications & Outreach: Management of Judiciary: Ethics & Discipline: Budgeting: Auditing: Appointment & Career Development of Judicial Officials:	26 points or 51% completion 8 points or 45% 3 points or 50% 5 points or 56% 5 points or 56% 2 points or 67% 1 points or 33% 2 points or 67%	29 points or 57% completion 9 points or 50% 2 points or 33% 6 points or 67% 5 points or 56% 2 points or 67% 3 points or 100% 2 points or 67%	29 points or 57% completion 9 points or 50% 2 points or 33% 6 points or 67% 5 points or 56% 2 points or 67% 3 points or 100% 2 points or 67%	112%
#4. Percentage of cases disposed within one year in MCs/CIPs.	76%	79%	80%	80%	101%
#5. Annual level of funding for the SJC.	70% ³	70%	76%	76%	109%

¹ The 47% baseline figure refers to the initial assessment results of the nine courts assessed in previous reporting periods. 57% shows the 4th quarter follow-up evaluation results of these nine courts. This represents 19% increase on the initial assessment.

² The zero baseline refers to the 13 additional courts that MOUs were signed with in the 4th quarter of 2005. The cumulative result of their initial assessment is 31% completion of their court improvement plans.

JSI 4th QUARTER, 2005 CONTRIBUTIONS TO TARGETS

Indicator	Baseline Data	Annual Target	4th Quarter 2005 Results	Cumulative Annual Result (QR 1,2,3,4)	Fulfillment of Annual Target
<i>IR.2.2.1.2 Task 2: Improved Capacity of Magistrates and Court Staff</i>					
#1. Progress on the NIJ Institutional Development Index.	22 points or 56% progress 10 or 56% 2 or 33% 2 or 67% 6 or 67% 2 or 67% Organizational Structure: Communications & Outreach: Faculty Development: Curriculum Development: Evaluation:	26 points or 67% progress 14 or 78% 2 or 33% 2 or 67% 6 or 67% 2 or 67%	28 points or 72% progress 15 or 83% 3 or 50% 2 or 67% 6 or 67% 2 or 67%	28 points or 72% progress 15 or 83% 3 or 50% 2 or 67% 6 or 67% 2 or 67%	107%
#2. Annual level of funding for the NIJ.	46%⁴	10% increase on the baseline	97.3%⁵	97.3%	91%
#3. Number of person days of training.	Judges: 3,710 C. Clerks: 2,194	Judges: 4,600 C. Clerks: 2,544	Judges: 3,083 C. Clerks: 857	Judges: 8,986 C. Clerks: 1,803 ⁶	Judges: 195% C. Clerks: 71%
Total number of trainings offered this quarter: 69	Total number of trainers provided this quarter: 195		Total number of participants this quarter: 2,162		

³ The total amount requested by the SJC for 2005 is 328,564,600 BGN; 230,105,000 BGN is the approved budget; and the total amount spent as at Dec. 31, 2005 is 248,656,000 BGN. The annual level of funding for the SJC is a percentage of the amount received (248,656,000 BGN) to the total amount requested (328,564,600 BGN).

⁴ The annual level of funding for the NIJ is a percentage of the amount received (1,298,700 BGN) to the total amount requested (2,296,705 BGN). The annual target is set at 10% increase in the baseline.

⁵ The actual level of funding received by the NIJ in 2005 is a percentage of the total amount received (2,234,000 BGN) to the total amount requested (2,296,705 BGN). The annual target is set at 10% increase in the baseline.

⁶ The lower target fulfillment percentage is due to the fact that several training programs for court clerks were rescheduled for 2006 due to the unavailability of the trainers. Also, annual targets were set with the anticipation that Local Training Plans will be designed primarily for court clerks and a major lesson learned in 2005 from the implementation of the program is that there is a great demand for training of judges as well.

JSI 4th QUARTER, 2005 CONTRIBUTIONS TO TARGETS

Indicator	Baseline Data	Annual Target	4th Quarter 2005 Results	Cumulative Annual Result (QR 1,2,3,4)	Fulfillment of Annual Target
<i>IR.2.2.A. Task 3: Assist with Drafting and Implementing Key Laws and Regulations to Support Effective Rule of Law</i>					
#1. Progress on the legislative reform index.	0	81%	48% ⁷	48%	59%
#2. Percentage of court users who are satisfied with the judicial system.	TBD	TBD	N/A	N/A	N/A

Notes: All of the above data reflects deliverables as a result of the current level of effort. Substantive evidence will emerge on annual basis.

⁷ Please see Legislative Reform Index attached

COMPILED DOCUMENTS LIST

Task and Sub-Task Relevant Document Provided Judicial Strengthening Initiative 2005 Second Quarter Report	Document Status & Version (BG/EN)	Date Submitted & Type of Media		
		Electronic Copy	Hard Copy	CD
<u>TASK I: IMPROVE COURT ADMINISTRATION</u>				
<u>A. MODEL COURTS AND COURTS IN PARTNERSHIP</u>				
<u>1.1 Current MCs/CIPs</u>				
4-A.				
MOU Kiustendil DC	FINAL – EN, BG	Nov. 2005	All 4-A with 4QR submission	All 4-A with 4QR submission
MOU Smolyan RC	FINAL – EN, BG	Nov. 2005		
MOU Burgas RC	FINAL – EN, BG	Nov. 2005		
MOU Dobrich DC	FINAL – EN, BG	Nov. 2005	All 3-A with 3QR submission	All 3-A with 3QR submission
MOU Dobrich RC	FINAL – EN, BG	Nov. 2005		
MOU Gorna Oryahovitza RC	FINAL – EN, BG	Nov. 2005		
MOU Haskovo RC	FINAL – EN, BG	Nov. 2005		
MOU Plovdiv DC	FINAL – EN, BG	Nov. 2005		
MOU Plovdiv RC	FINAL – EN, BG	Nov. 2005	All 2 with 2 QR submission	All 2 with 2 QR submission
MOU Sliven DC	FINAL – EN, BG	Nov. 2005		
MOU Varna DC	FINAL – EN, BG	Nov. 2005		
MOU Varna RC	FINAL – EN, BG	Nov. 2005		
MOU Yambol RC	FINAL – EN, BG	Nov. 2005		
3-A.				
MOU Chepelare RC	FINAL – EN, BG	Aug. 2005		
MOU Gotze Delchev RC	FINAL – EN, BG	Aug. 2005		
MOU Kurdjali DC	FINAL – EN, BG	Aug. 2005		
MOU Montana DC	FINAL – EN, BG	Aug. 2005		
MOU Sevlievo RC	FINAL – EN, BG	Aug. 2005		
MOU Shumen RC	FINAL – EN, BG	Aug. 2005		
MOU Sofia RC Criminal	FINAL – EN, BG	Aug. 2005		
MOU Veliko Tarnovo DC	FINAL – EN, BG	Aug. 2005		
MOU Vratza DC	FINAL – EN, BG	Aug. 2005		
2-A. Court Improvement Plan (revised)	FINAL – EN, BG	QR2 att.		
2-B. Graduation Strategy	DRAFT - EN	6/30/05		
2-C. Model Courts Accomplishments	DRAFT - EN	6/30/05		
2-D.				
MOU Kurdjali DC	DRAFT – EN	QR2 att.		
MOU Montana DC	DRAFT – EN	QR2 att.		
MOU Sevlievo RC	DRAFT – EN	QR2 att.		
MOU Shumen RC	DRAFT – EN	QR2 att.		

MOU Sofia RC Criminal MOU Veliko Tarnovo DC MOU Vratza DC 2-E. CIVIL PROCEDURE CODE SUB GROUP 2: JURISDICTION AND CONSTITUTIONS OF COURTS AND GENERIC TOOLS IN CIVIL PROCEEDINGS CIVIL PROCEDURE CODE SUB GROUP 4: APPEAL PROCEDURE CIVIL PROCEDURE CODE SUB GROUP 6: ACCELERATION OF PROCEEDINGS CIVIL PROCEDURE CODE SUB GROUP 7: ACCESS TO JUSTICE	DRAFT – EN DRAFT – EN DRAFT – EN FINAL – EN FINAL – EN FINAL – EN FINAL – EN	QR2 att. QR2 att. QR2 att. QR2 att. QR2 att. QR2 att. QR2 att.		
<u>1.2 New CIPs</u> 3-A. USAID Approved MOU 3-B. USAID Approved Graduation Strategy 3-C. MC Accomplishments Chart 3-D. Memorandum with Recommended New CIPs 2-A. CIP Expansion Program Agenda 2-B. CIP Expansion Request for Proposal 2-C. Court Assessment Questionnaire 2-D. New CIP Selection Process 2-E. MOU	FINAL - EN FINAL - EN FINAL - EN DRAFT – EN FINAL - EN FINAL -EN/BG FINAL -EN/BG FINAL -EN/BG DRAFT -EN	08/30/05 July 2005 July 2005 Sept. 2005 6/24/05 6/24/05 6/24/05 6/24/05 6/24/05		
<u>1.3 Verbatim Recording</u> 3-A. OPEN RECORDS WORKING GROUP 3-B. Draft Policy for Open Public Assess to Court Information 2-A. Verbatim Justification 2-B. OPEN RECORDS WORKING GROUP	FINAL - EN W. DRAFT – EN FINAL – EN FINAL – EN	QR3 att. QR3 att. QR2 att. QR2 att.		
<u>1.4 Coordination with the Supreme Judicial Council</u>				
<u>B. SUPREME JUDICIAL COUNCIL INSTITUTIONAL DEVELOPMENT</u>				
<u>1.5 Conduct an Operations Needs Assessment</u> 4-A. SJC IDI 2005 Annual Progress	FINAL - EN FINAL - BG DRAFT - EN	QR4 att. 07/25/05 QR2 att.		FINAL - BG

3-A. SJC Administrative Retreat July 8 – 10, 2005				
2-A. SJC IDI Baseline				
<u>1.6 Improved Collection and Use of Statistics</u> 4-A. SUPREME JUDICIAL COUNCIL STATISTICAL COMMITTEE 2-A. SUPREME JUDICIAL COUNCIL STATISTICAL COMMITTEE Founding Meeting June 29, 2005 Meeting in Simitly	FINAL - EN FINAL – EN FINAL - EN	QR4 att. QR2 att. QR2 att.		
<u>1.7 Improved Budgeting Process</u>				
<u>1.8 Improved Public Relations</u>				
<u>C. AUTOMATION</u>				
<u>1.9 Improved and Expanded Case Management Software</u> 4-A. CMS DEVELOPMENT COMMITTEE 2-A. CMS DEVELOPMENT COMMITTEE	FINAL – EN FINAL - EN	QR4 att. QR2 att.		
<u>D. CRIMINAL LAW INITIATIVES</u>				
<u>1.10 Uniform Information System for Combating Crime (UISCC)</u>				
<u>1.11 Regional Criminal Justice Initiative (RCJI)</u>				
<u>TASK II: IMPROVE CAPACITY OF MAGISTRATES AND COURT STAFF</u>				
<u>A. NIJ INSTITUTIONAL DEVELOPMENT</u>				
<u>2.1 NIJ Management: Strengthened Board and Staff</u> 4-A. Institutional Development Index NIJ Database Projects NIJ Internal Rules NIJ Staff Development Rules NIJ Staff Development Questionnaire NIJ Staff Training Evaluation NIJ Training and Trainers Rules, final document NIJ Training Needs Assessment CT	FINAL – BG, EN FINAL – BG, EN FINAL – BG, EN FINAL – BG, EN FINAL – BG, EN FINAL – BG FINAL – BG, EN FINAL – BG, EN	QR4 att. QR4 att. QR4 att. QR4 att. QR4 att. QR4 att. QR4 att.		

2005				
3-A.				
NIJ Accounting Policy Reports	FINAL – BG, EN	07/19/05		
NIJ Accounting Document Flow	FINAL – BG, EN	07/19/05		
NIJ Document Flow	FINAL – BG, EN	07/19/05		
NIJ Financial Rules	FINAL – BG	07/19/05		
NIJ Human Resource Rules	FINAL – EN	08/26/05		
NIJ Initial Training Rules	FINAL – BG	07/19/05		
NIJ Money Laundry Rules	FINAL – EN	08/26/05		
NIJ Director Appointment Procedure	FINAL – BG	07/19/05		
NIJ Regulation	FINAL - EN	QR3 att.		
NIJ Trainers Rules	FINAL – BG	07/19/05		
NIJ Work on Projects Rules	FINAL - EN	QR3 att.		
NIJ Media Strategy	FINAL – BG	07/19/05		
2-A.				
Institutional Development Index	FINAL - EN	07/19/05		
Trip report from Ms. Adam-Matson	FINAL – BG, EN	07/19/05		
Trip report from Mr. Kelly	FINAL – BG	QR3 att.		
Consultants' report from Mr. Dimitrov	FINAL - EN	07/19/05		
Agenda, NIJ Staff Retreat 7-9 April 2005	FINAL – BG	QR3 att.		
Evaluation Results, NIJ Staff Retreat 7-9 April 2005	FINAL – EN	QR3 att.		
Training Materials, NIJ Staff Retreat 7-9 April 2005	FINAL – BG, EN	QR2 att.		
	FINAL – EN, BG	June 2005		
NIJ Accounting Document Flow Rules	FINAL – EN	June 2005		
NIJ Accounting Policy Reports Rules	FINAL – EN, BG	06/27/05		
NIJ Document Flow Rules	FINAL – EN	06/27/05		
NIJ Financial Rules	FINAL – EN, BG	06/27/05		
NIJ Human Resource Rules	FINAL – EN,	06/27/05		
NIJ Initial Training Rules	FINAL – BG	07/19/05		
NIJ Money Laundry Preventing Rules	FINAL – BG	07/19/05		
NIJ Director Appointment Procedure	FINAL – BG	07/19/05		
NIJ Trainers Rules	FINAL – BG	07/19/05		
NIJ Work on Projects Rules	FINAL – BG	07/19/05		
NIJ Regulation	FINAL – BG	07/19/05		
2-B.				
WORKING GROUP ON THE DEVELOPMENT OF A DRAFT NIJ STRATEGY FOR COURT	FINAL – BG	07/19/05		

ADMINISTRATION TRAINING WORKING GROUP - NIJ MANAGING BOARD				
<u>2.2 Training of Trainers (TOT)</u> <u>4-A</u> TOT Basic Level Course Materials, Agenda, List of Participants, Evaluation results, Oct. 12-14, 05 3-A. TOT Intermediate Level, Participants Packet Sept. 29-30,05 TOT Intermediate Level, Agenda, Sept. 29-30,05 TOT Intermediate Level Course Evaluations 2-A. Agenda Instructional Design Training (TOT) May 27-28, 05 Training Materials, Instructional Design May 27-28, 05 Eval. Results, Instructional Design (TOT) May 27-28,05 Agenda, TOT for Commercial Law Trainers June 1, 05 Train. Materials, TOT for Commercial Law Trainers 6/01/05 Trip Report from Mr. Langhorne	FINAL – BG FINAL – BG FINAL – BG FINAL – BG FINAL – BG FINAL – EN, BG FINAL – EN FINAL – EN FINAL – BG FINAL – BG	QR4 att. 07/19/05 07/19/05 07/19/05 07/19/05 QR2 att. QR2 att. 10/17/05 10/17/05 QR3 att. 06/15/05		06/06/05 06/24/05 06/24/05 06/24/05
<u>2.3 Legislative and Public Outreach</u>				
<u>B. NIJ CURRICULUM DEVELOPMENT</u>				
<u>2.4 Strengthened Program Council</u> 2-A. WORKING GROUP – NIJ PROGRAM COUNCIL	FINAL – EN	QR2 att.		
<u>2.5. NIJ Curriculum Development</u> 4-A.WORKING GROUP ON PROGRAM DEVELOPMENT: CREATING BANCRIPTCY AND INSOLVENCY TRAINING 3-A.WORKING GROUP ON PROGRAM DEVELOPMENT: CREATING BANCRIPTCY AND	FINAL – EN FINAL - EN	QR4 att. QR3 att.		

INSOLVENCY TRAINING				
2.6 Court Clerk Training				
4-A				
Team Building Course Agenda, List of Participants, Evaluation results, Oct.6-7, 05	FINAL – EN, BG	QR4 att.		
4-B Local Training Plans				
Implementation Program	FINAL – EN, BG	QR4 att.		
HR Management Course Agenda, List of Participants, Evaluation results, Oct. 6-7, 05				
Team Building Course Agenda, List of Participants, Evaluation results, Oct. 6-7, 05	FINAL – EN, BG	QR4 att.		
HR Management Course Agenda, List of Participants, Evaluation results, Oct. 16-17, 05	FINAL – EN, BG	QR4 att.		
Professional Ethics and Conduct for Judges Course Agenda, List of Participants, Eval. results, Oct. 24, 05	FINAL – EN, BG	QR4 att.		
CMS Training Course Agenda, List of Participants, Evaluation results, Oct. 26-28, 05	FINAL – EN, BG	QR4 att.		
Summons Manual Training Course Agenda, List of Participants, Evaluation results, Oct. 27, 05	FINAL – EN, BG	QR4 att.		
Court Clerk Ethics Course Agenda, List of Participants, Evaluation results, Oct. 28, 05	FINAL – EN, BG	QR4 att.		
Grammar & Court Minutes Taking Course Agenda, List of Participants, Evaluation results, Oct. 28, 29, Nov. 1, 05	FINAL – EN, BG	QR4 att.		
CMS Training Course Agenda, List of Participants, Evaluation results, Nov. 3, 05	FINAL – EN, BG	QR4 att.		
Case Delay Reduction Training Course Agenda, List of Participants, Evaluation results, Nov. 4, 05	FINAL – EN, BG	QR4 att.		
CMS Training Course Agenda, List of Participants, Evaluation results, Nov. 4, 05	FINAL – EN, BG	QR4 att.		
CMS Training Course Agenda, List of Participants, Evaluation results, Nov. 7, 05	FINAL – EN, BG	QR4 att.		
Classified Information Law Training Course Agenda, List of	FINAL – EN, BG	QR4 att.		

Participants, Evaluation results, Nov. 8-9, 05				
Grammar & Court Minutes Taking Course Agenda, List of Participants, Eval. results, Nov. 4, 8, 12, 05	FINAL – EN, BG	QR4 att.		
Combating Corruption in the Judicial System Training Course Agenda, List of Participants, Eval. results, Nov. 11, 05	FINAL – EN, BG	QR4 att.		
Planning and Work Process of Court Clerks Course Agenda, List of Participants, Eval. results, Nov. 18, 05	FINAL – EN, BG	QR4 att.		
CMS Training for Enforcement Office Course Agenda, List of Participants, Eval. results, Oct. 20-21, 05	FINAL – EN, BG	QR4 att.		
Civil Code and Procedure Training Course Agenda, List of Participants, Eval. results, Nov. 24-25, 05	FINAL – EN, BG	QR4 att.		
Criminal Law Training Course Agenda, List of Participants, Eval. results, Nov. 30 – Dec. 1, 05	FINAL – EN, BG	QR4 att.		
Administrative Law and Procedure Training Course Agenda, List of Participants, Eval. results, Nov. 30 – Dec. 1, 05	FINAL – EN, BG	QR4 att.		06/24/05
Stress and Time Management Training Course Agenda, List of Participants, Eval. results, Dec. 14, 05	FINAL – EN, BG	QR4 att.		06/24/05
New Procedures for Administrative Procedures Pursuant to the Draft APC Training Course Agenda, List of Participants, Eval. results, Dec. 5, 05	FINAL – EN, BG	QR4 att.		06/24/05
Preparing Custom CMS reports Training Course Agenda, List of Participants, Eval. results, Dec. 5-6, 05	FINAL – EN, BG	QR4 att.		06/24/05
New Procedures for Administrative Procedures Pursuant to the Draft APC Training Course Agenda, List of Participants, Eval. results, Dec. 6, 05	FINAL – EN, BG	QR4 att.		06/24/05
CMS Application in Company Intake Training Course Agenda, List of Participants, Eval. results,	FINAL – EN, BG	QR4 att.		06/24/05

Dec., 05 Administrative Culture and Ethics Training Course Agenda, List of Participants, Eval. results, Dec. 15, 05	FINAL – EN, BG	QR4 att.		06/24/05 06/24/05 06/24/05 06/24/05 06/24/05
Court Expert Opinion in Criminal Procedure Course Agenda, List of Participants, Eval. results, Dec. 16, 05	FINAL – EN, BG	QR4 att.		
Public Procurement Training Course Agenda, List of Participants, Eval. results, Dec. 16, 05	FINAL – EN, BG	QR4 att.		
Administrative Culture and Ethics Training Course Agenda, List of Participants, Eval. results, Dec. 16, 05	FINAL – EN, BG	QR4 att.		
Public Procurement Training Course Agenda, List of Participants, Eval. results, Dec. 19, 05	FINAL – EN, BG	QR4 att.		
Customer Service Training Course Agenda, List of Participants, Eval. results, Dec. 19-20, 05	FINAL – EN, BG	QR4 att.		
Customer Service Training Course Agenda, List of Participants, Eval. results, Dec. 21-22, 05	FINAL – EN, BG	QR4 att.		
3-A. WORKING GROUP ON PROGRAM DEVELOPMENT: WORKING WITH COMPANY CASES	FINAL - EN	QR3 att.		
3-B. WORKING GROUP ON PROGRAM DEVELOPMENT: WORK WITH THE CONVICTION OFFICE	FINAL - EN	QR3 att.		
3-C. WORKING GROUP ON PROGRAM DEVELOPMENT: COURT SECRETARIES 2-QR	FINAL - EN	QR3 att.		
A. NIJ Strategy for Court Administration Training	DRAFT – EN, BG	QR2 att.		
B. Agenda, Grammar Training 31 March-01 April, 2005				
C. Train. Materials, Grammar Training 31 March-01 April,05	FINAL – EN, BG	QR2 att.		
D. Eval. Results, Grammar Training 31 March-01 April,05	FINAL – BG			
E. Agenda, Stress & Time Management Training 7-8 April,	FINAL – EN, BG	QR2 att.		

05				
F. Train. Materials, Stress & Time Management 7-8 April,05	FINAL – EN, BG			
G. Eval. Results, Stress & Time Management 7-8 April,05	FINAL – BG			
H. Agenda, Criminal Training 14-15 April, 2005	FINAL – EN, BG			
I. Training Materials, Criminal Training 14-15 April, 2005	FINAL – EN, BG			
J. Evaluation Results, Criminal Training 14-15 April, 2005	FINAL – BG			
K. Agenda, Customer Service Training 21-22 April, 2005	FINAL – EN, BG			
L. Training Materials, Customer Service 21-22 April, 2005	FINAL – EN, BG			
M. Evaluation Results, Customer Service 21-22 April, 2005	FINAL – BG			
N. Agenda, Strategic Planning Training 27-29 April, 2005	FINAL – EN, BG			
O. Training Materials, Strategic Planning 27-29 April,2005	FINAL – EN, BG	QR2 att.		
P. Evaluation Results, Strategic Planning 27-29 April,2005	FINAL – EN, BG			
Q. Agenda, Instructional Design Training (TOT) 6-8 June, 05	FINAL – EN, BG	QR2 att.		
R. Train. Materials, Instructional Design (TOT) 6-8 June, 05	FINAL – EN, BG			
S. Eval. Results, Instructional Design (TOT) 6-8 June, 05	FINAL – EN, BG	QR2 att.		
T. Agenda, Trainers' Retreat 5-6 June, 2005	FINAL – EN	QR2 att.		
U. Training Materials, Trainers' Retreat 5-6 June, 2005	FINAL – EN, BG			
V. Evaluation Results, Trainers' Retreat 5-6 June, 2005	FINAL – BG			
W. Agenda, Training Coordinators Orientation, 10 June, 2005	FINAL – EN			
X. Materials, Training Coordinators Orientation, 10 June, 05	FINAL – EN, BG			
Y. Court Training Plan Template	FINAL – BG			
WORKIGN GROUP ON PROGRAM DEVELOPMENT: WORK WITH COMPANY CASES	FINAL – EN, BG			
WORKIGN GROUP ON PROGRAM DEVELOPMENT: WORK IN THE CONVICTION	FINAL – EN			

OFFICE				
WORKIGN GROUP ON PROGRAM DEVELOPMENT: REGULATION OF THE WORK OF THE COURT ADMINISTRATION	FINAL – EN			
WORKIGN GROUP ON PROGRAM DEVELOPMENT: COURT SECRETARIES	FINAL – EN			
<u>2.7 Strengthened Impact Evaluation</u>				
<u>2.8 Mentor Judge Program</u> 3-A. Mentor Judge Handbook 2-A. Mentor Judge Guidelines 2-B. WORKING GROUP ON THE DEVELOPMENT OF NIJ MENTOR JUDGE PROGRAM	FINAL – EN, BG DRAFT – EN, BG FINAL - EN	QR3 att. QR2 att. QR2 att.		
<u>2.9 National Association of Court Clerks (NACC)</u> 4-A. NACC Financial Rules Questionnaire on NACC Activities WORKING GROUP MANAGING BOARD OF THE NATIONAL ASSOCIATION OF COURT CLERKS NACC Team Building Course Agenda, List of Participants, Evaluation results, Nov. 14, 05 NACC Customer Service Course Agenda, List of Participants, Evaluation results, Nov. 15, 05 NACC Team Building Course Agenda, List of Participants, Evaluation results, Nov. 26, 05 NACC Team Building Course Agenda, List of Participants, Evaluation results, Nov. 27, 05 3-A. NACC IDI 3-B. NACC Institutional Development Plan	FINAL – BG, EN FINAL – BG, EN FINAL – BG, EN FINAL – BG, EN FINAL – BG, EN FINAL – BG, EN FINAL – BG, EN FINAL – BG FINAL – BG, EN	QR4 att. QR4 att. QR4 att. QR4 att. QR4 att. QR4 att. QR4 att. QR3 att. QR3 att.		

3-C. NACC IDI Workshop Agenda, July 23-24, 2005	FINAL – BG, EN	QR3 att.		
2-A. Institution Development Index 2-B. WORKING GROUP MANAGING BOARD OF THE NATIONAL ASSOCIATION OF COURT CLERKS	DRAFT – EN, BG FINAL - EN	QR2 att. QR2 att.		
<u>2.10 National Judicial Conference</u> 4-A List of participants and evaluation, conference materials	FINAL – BG, EN	QR4 att.		
<u>2.11 IT Training</u>				
<u>2.11 Media Training</u> 4-A. MEDIA TRIANING FOR COURT CHAIRPERSONS, SANDANSKI – agenda, list of participants, evaluations KSM Letter, Agenda, List of Participants, Outcomes	FINAL – BG, EN FINAL – BG, EN	QR4 att. QR4 att.		
<u>2.13 U.S. and European Study Tours</u>				
<u>TASK III: ASSIST WITH DRAFTING AND IMPLEMENTING KEY LAWS AND REGULATIONS TO SUPPORT EFFECTIVE RULE OF LAW</u>				
<u>A. GRANTS PROGRAM</u>				
<u>3.1 Targeted Grants</u> 4-A UJB Institutional Strengthening Retreat, Oct. 6-8, 2005 2-A. NACC Grant Annex A-F NACC Grant Letter 2-B. NIJ Grant Annex A-F NIJ Grant Letter NIJ Grant Summary <u>2-C. UJB Grant Letter</u> UJB Grant Summary UJB Organizational Development Index – Initial Assessment	FINAL – BG FINAL – EN FINAL – EN DRAFT – EN DRAFT – EN DRAFT – EN FINAL – EN DRAFT – EN	QR4 att. QR2 att. QR2 att. QR2 att. QR2 att. QR2 att. QR2 att.		
<u>3.2 Competitive Grants</u> 4-A A. Small Grants Program –	FINAL - EN	QR4 att		

Grantees Activity List				
3-A. Stage 2A Screening	FINAL - EN	QR3 att.		
3-B. Stage 2B Screening	FINAL - EN	QR3 att.		
3-C. Submitted Project Proposals	FINAL - EN	QR3 att.		
2-A. SMALL GRANTS LAUNCH MEETING – AGENDA AND LIST OF PARTICIPANTS	FINAL - EN, BG	QR2 att.		
2-B. REQUEST FOR APPLICATIONS FOR COMPETITIVE SMALL GRANTS	FINAL - EN, BG	QR2 att.		
2-C. LIST OF SUBMITTED TO JSI PROJECT PROPOSALS	FINAL – EN, BG	QR2 att		
<u>B. ADVOCATE FOR LAWS, RULES, AND POLICY REFORM</u>				
<u>3.3 Legislative and Regulatory Initiatives</u>				
4-A WORKING GROUP ON LEGISLATIVE CHANGES OF THE JSA WORKING GROUP ON BANKRUPTCY AND INSOLVENCY	FINAL - EN FINAL - EN	QR4 att. QR4 att.		
2-A. WORKING GROUP ON LEGISLATIVE CHANGES OF THE JSA	FINAL - EN	QR2 att.		
2-B. JUDICIAL REFORM FROM INSIDE FORUM – AGENDA AND LIST OF PARTICIPANTS	FINAL – EN, BG	QR2 att.		
2-C. JUDICIAL REFORM FROM INSIDE FORUM – SUMMARY OF THE DISCUSSION	FINAL – BG	QR2 att.		
2-D. LEGISLATIVE PRIORITIES OF JUDICIAL REFORM – AGENDA AND LIST OF PARTICIPANTS	FINAL – EN, BG	QR2 att.		
2-E. ANALYSIS OF THE LEGISLATIVE PRIORITIES OF JUDICIAL REFORM	FINAL – EN, BG	QR2 att.		
<u>3.4 Improved Legislative Process</u>				
4-A. LEGISLATIVE PROGRESS INDEX Annual Result	FINAL – EN	QR4 att.		
3-A. LEGISLATIVE PROGRESS INDEX	FINAL – EN	QR3 att.		
2-A. LEGISLATIVE PROGRESS INDEX	FINAL - EN	QR2 att.		
<u>C. INCREASE PUBLIC AWARENESS AND SUPPORT FOR THE JUDICIARY</u>				
<u>3.5 Improved Public Perception of</u>				

<u>the Judiciary</u>				
3-A. Public Outreach Strategic Plan	DRAFT – EN	QR3 att.		
2-A. REPORT MARIA MATEVA ON SEVLIEVO VISIT	FINAL - EN	QR2 att.		
3.6 <u>Improved Judiciary-Media Relations</u>				
3-A. Media Training for Court Chairpersons, July 7-9, 2005-10-17 Agenda, Participants List, Course Evaluations	FINAL – BG, EN	07/25/05		
2-A. MEDIA TRIANING FOR COURT CHAIRPERSONS, SANDANSKI - AGENDA	DRAFT-EN	QR2 att		
3.7 <u>Monitoring Impact</u>				
<u>TASK IV: THE FUND FOR JUSTICE</u>				
4.0 <u>Documents Submitted</u>				
OTHER DOCUMENTS				
<u>List of members of committees/working groups</u>				